FY2012 Performance and Accountability Report

Montgomery County Police Department

CountyStat

Montgomery County Police Department
FY2012 Performance and Accountability Report

MCPD Alignment to County Priority Objectives

Montgomery County Priority Objectives

- A Responsive and Accountable Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- **Safe Streets and Secure Neighborhoods**
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

MCPD Headline Performance Dashboard

Headline Performance Measure	FY11 Results	FY12 Results	Performance Change
Average Emergency 911 call response time (minutes)	7.10	7.04	⬌
Average time to answer 911 calls (seconds)	5.0	4.4	⬆
Total emergency 911 calls received by Police Emergency Communication Center (ECC)	570,140	576,224	⬌
Total non-emergency calls received by Police Emergency Communication Center (ECC)	276,363	268,660	⬌
Crime investigation and closure rate: Homicide	88%	120%	⬆
Crime investigation and closure rate: Rape	66.0%	87.6%	⬆
Crime investigation and closure rate: Robbery	24%	43%	⬆
Number of traffic collisions in Montgomery County	22,314	20,668	⬆

MCPD At A Glance

What Department Does and for Whom	How Much / How Many
To safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of citizens. The department is committed to working in partnership with the community to identify and resolve issues that impact public safety.	Total Operating Budget: $232,401,770 Total Work Years (WYs): 1734.9 Total number of six police district stations, special operations/traffic operations, emergency communications center, family crimes, and special operations.
Respond to emergency calls for service. Investigate crimes related to emergency calls. Enforce traffic laws and maintain the safe flow of traffic on all roads within Montgomery County.	Budget: $185,92,410 Work Years (WYs): 1387.32 Over 844,000 calls were received at ECC, of which 576,224 were 911 calls. These calls generated 240,000 calls for police service.
Create and expand on community partnerships to identify and resolve issues related to public safety within those communities.	Budget: $46,480,760 Work Years (WYs): 346.98

MCPD At A Glance (cont.)

| What Department Does and for Whom	How Much /How Many
Office of the Chief • Media/Public Information • Internal Affairs • Legal & Labor	Budget: $3,937,991 • Created new Police web-site and social media sites for community outreach and communication. • Prepared for move to new PSHQ
Field Services Bureau • Six patrol Districts • Special Operations • Traffic Operations • Duty Commanders	Budget: $127,167,080 • Focus on traffic collisions and DUI • Pedestrian safety • Police Community Action Team (PCAT) success stories
Investigative Services Bureau • Family Crimes • Special Investigations • Major Crimes • Criminal Investigations	Budget: $35,076,181 • Crime Lab accreditation • Cold Case Unit • Firearm investigations
Management Services Bureau • Training & Education • Management & Budget • Policy & Planning • Personnel • Health & Wellness • Technology • Records	Budget: $32,346,846 • CALEA accreditation • On-line training

Headline Performance Measure 1: Average Emergency 911 call response time (minutes)

Performance Trends
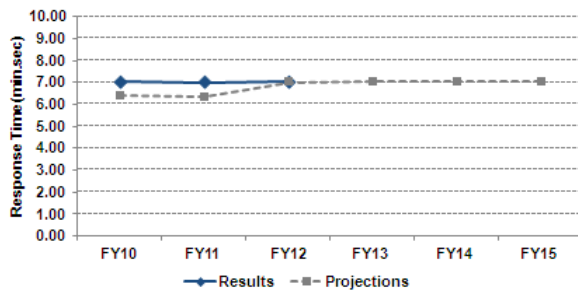
	FY10	FY11	FY12	FY13	FY14	FY15
Results	7.02	7.01	7.04			
Projections	6.40	6.35	7.00	7.04	7.04	7.04

Factors Contributing to Current Performance

- Number of 911 call-takers
- Universal call-taking

Factors Restricting Performance Improvement

- Number of 911 call-takers
- Population increase
- Number of patrol officers

Performance Improvement Plan

- The PSSM and new Computer-Aided Dispatch (CAD) system will reduce call-taking time and free up call-takers

- The redistricting (Jan 2013)

- Additional units for community specific crimes (D-CAT)

- Use of CAD data and crime analysis to identify patterns and have officers assigned to those areas
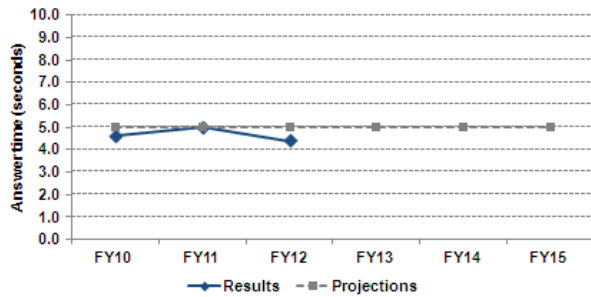
Headline Performance Measure 2: Average time to answer 911 calls (seconds)

Performance Trends

	FY10	FY11	FY12	FY13	FY14	FY15
Results	4.6	5.0	4.4			
Projections	5.0	5.0	5.0	5.0	5.0	5.0

Factors Contributing to Current Performance

- Current staffing levels

Factors Restricting Performance Improvement

- Current staffing levels
- Population increase

Performance Improvement Plan

- Conversion to Universal Call-taker model

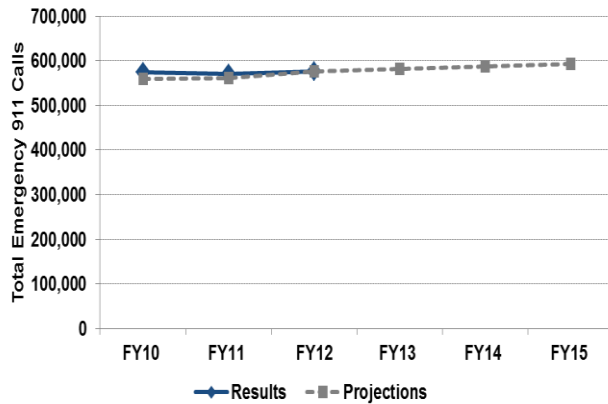- Purchase of new Computer-Aided Dispatch (CAD) system

Headline Performance Measure 3: Total emergency 911 calls received by Police Emergency Communications Center (ECC)

Performance Trends

	FY10	FY11	FY12	FY13	FY14	FY15
Results	574,372	570,140	576,224			
Projections	559,000	561,000	577,000	582,913	588,290	593,667

Factors Contributing to Current Performance

- Current population

Factors Restricting Performance Improvement

- Population increases

Performance Improvement Plan

- More public service announcements regarding when to call 911

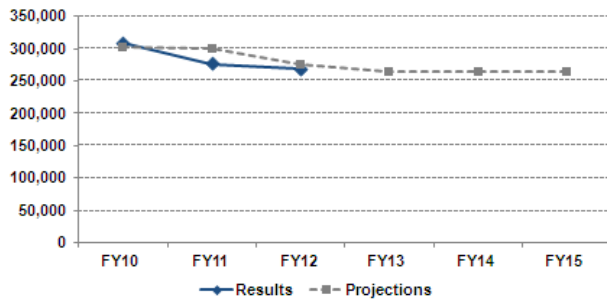- We actually encourage people to call 911 whenever they observe a suspicious situation

Headline Performance Measure 4: Total non-emergency calls received by Police Emergency Communications Center (ECC)

Performance Trends

	FY10	FY11	FY12	FY13	FY14	FY15
Results	308,857	276,363	268,660			
Projections	302,000	300,000	275,000	265,000	265,000	265,000

Factors Contributing to Current Performance

- MC311
- Current population

Factors Restricting Performance Improvement

- Population growth

Performance Improvement Plan

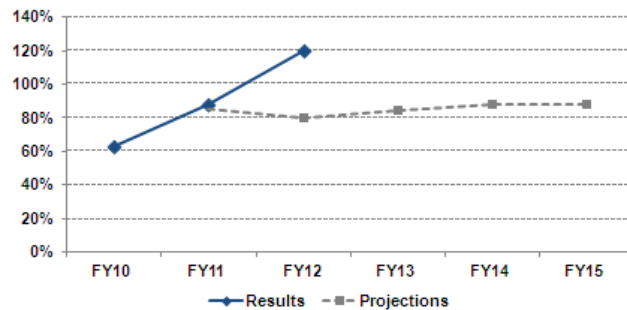- Continued use of MC311 for routine questions and inquiries

Headline Performance Measure 5: Crime investigation and closure rate: Homicide

Performance Trends

	FY10	FY11	FY12	FY13	FY14	FY15
Results	63%	88%	120%			
Projections		85%	80%	84%	88%	88%

Factors Contributing to Current Performance

- DNA Laboratory
- Cold Case Unit
- Partnerships with community
- MCP Stat

Factors Restricting Performance Improvement

- Staffing

Performance Improvement Plan

- Crime scene management to preserve DNA evidence

- Collection of DNA from violent defendants

- Continue use of MCP Stat to discuss investigations and trends

- Crime analysis of all crimes to identify patterns and connections to other offenses
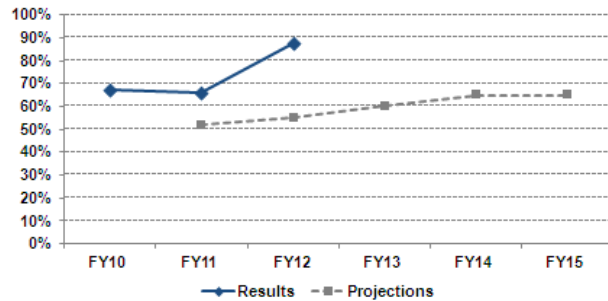
Headline Performance Measure 6: Crime investigation and closure rate: Rape

Performance Trends

	FY10	FY11	FY12	FY13	FY14	FY15
Results	67.0%	66.0%	87.6%			
Projections		52.0%	55.0%	60.0%	65.0%	65.0%

Factors Contributing to Current Performance

- DNA laboratory
- Cold Case Unit
- MCP Stat

Factors Restricting Performance Improvement

Performance Improvement Plan

- The majority of our rape cases involve a known suspect. Often there is some relationship between the victim and the suspect. Whenever there is a domestic issue the Family Crimes Division will assist with the investigation

- More Cold Case investigations as DNA database expands

- Continue use of MCP Stat to discuss investigations and trends

- Crime analysis of all crimes to identify patterns and connections to other offenses
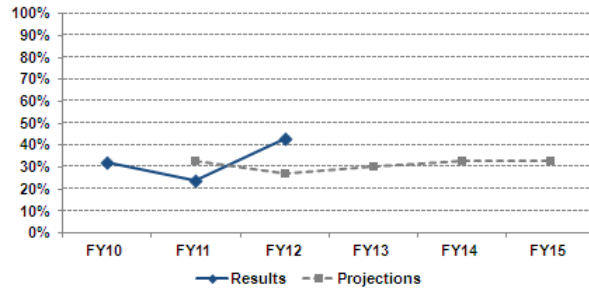
Headline Performance Measure 7: Crime investigation and closure rate: Robbery

Performance Trends

	FY10	FY11	FY12	FY13	FY14	FY15
Results	32%	24%	43%			
Projections		33%	27%	30%	33%	33%

Factors Contributing to Current Performance

- Community partnerships
- MCP Stat

Factors Restricting Performance Improvement

- Economic impacted crime of opportunity
- Decentralization of robbery investigations

Performance Improvement Plan

- Robberies are divided into two categories; armed and strong-arm

    - Armed robberies are investigated by the Major Crimes Division

    - Strong-arm robberies are investigated by the Criminal Investigations Division

- Continue to use MCP Stat to discuss and work through shared issues and investigation

- Crime analysis of all crimes to identify patterns and connections to other offenses
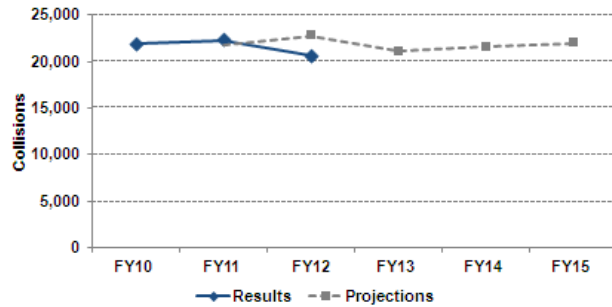
Headline Performance Measure 8: Number of traffic collisions in Montgomery County

Performance Trends

	FY10	FY11	FY12	FY13	FY14	FY15
Results	21,876	22,314	20,668			
Projections		21,800	22,760	21,111	21,533	21,984

Factors Contributing to Current Performance

- Street Smart Program
- Smooth Operator Program
- Back-to-school speed enforcement
- Alcohol Task Forces
- Automated Traffic Enforcement

Factors Restricting Performance Improvement

- Number of officers available
- Increase in population
- Current roadway engineering

Performance Improvement Plan

- Centralized Traffic Operations

- Automated traffic citation system for patrol officers

- Mobile Automated Traffic Enforcement (ATE) units to create speed enforcement zones

Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

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1) **Effective and Productive Use of the Workforce/Resources:**
Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

a) 7% decrease in average overtime hours used by all approved positions (124 hr/position in FY11 to 114 hr/position in FY12) (Source: Department provides and CountyStat validates)

b) XX% increase/decrease in average Net Annual Work hours worked by all approved positions (Source: data/information not available yet)

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2) **Internal Controls and Risk Management:**
Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

a) 80% of 5 Audit report recommendations were fully implemented since issuance of the audit report (Source: Internal Audit will provide to CountyStat)

80% of the 2011 MCIA Overtime Audit has been implemented. The outstanding issues are on-going, the most important being the card-reader at the courthouses for proof of attendance – requires negotiation with the FOP.

b) 5% decrease in number of work-related injuries (469 in FY11 to 445 in FY12) (Source: Internal Audit will provide to CountyStat)

All of our workplace injuries are reviewed by the Employee Health & Wellness Division. Supervisors are required to determine cause and identify prevention techniques. Vehicle collisions are reviewed by a committee and actions to prevent or re-train are discussed and forwarded to the supervisor. Work-related injuries have remained relatively constant but exercise related injuries have been reduced almost 25%

3) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) List all the key positions/functions in your department that require succession planning. (Source: Department)

The Police Department is organized as a para-military structure. Each rank is capable of performing the duties on a higher rank. Due to leave and training requirements, supervisors are often replaced by a lower-ranking officer. This system eliminates the need for lateral responsibility transfer.

Chief; Assistant Chief; Commander/Captain; Lieutenant; Sergeant; Corporal; POIII

b) 100% of those identified key position/functions have developed and implemented long-term succession planning. (Source: Department)

100% of our key responsibility positions/functions are capable of immediate and seamless transition using our rank structure

4) Mandatory Employee Training:

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

98-100% of employees have fulfilled mandatory County/State/Federal training requirements (Source: Department)

Sworn members of the Police Department are required to maintain annual certification through the Maryland Police Training Commission (MPTC) For FY 2012 98% of our staff maintained their required certification, any officer failing to meet had a medical restriction or administrative suspension. Non-Sworn crime laboratory technicians maintained their certification; at 100%.

5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

Workforce Diversity: refer to or attach summary yearly report prepared by OHR
(Source: Department provides and CountyStat validates)

	African Amer	Native Amer	White	Asian	Hispanic	Other
POL	10%	0%	77%	4%	6%	2%

MFD Procurement: refer to or attach summary yearly report prepared by DGS
(Source: Department provides and CountyStat validates) (Link to report)

6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program. (Source: Department)

- Automated Recruitment
- Use of Social Media in crime prevention and investigation
- Street-Smart Program to reduce pedestrian injuries
- NINJA night-time driving enforcement
- Expansion of the speed camera program
- D-CAT, district based police community action teams (FY 2013)
- Missing person search manager
- Traffic Operations Division
- Creation of fourth Bureau (FY 2013)

Expected (or achieved) return on investment for each of those innovative ideas/projects, quantified in terms of at least one of the following measures: increased effectiveness/efficiency, cost savings/avoidance, increased transparency/accountability, or increased customer satisfaction. (Source: Department)

7) Collaborations and Partnerships:
Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total $$ saved by through collaborations and partnerships with other departments (Source: Department)

b) List your accomplishments and/or expected results (Source: Department)

The department utilizes a "Police Team" method for specialized units. Special Investigation Division (SID) has saved 3 WY's through the collaboration of other police agencies and assignment of their officers to SID units. The districts' Special Assignment Teams also have some municipal partnerships. The City of Gaithersburg PD assigns an officer to work on a temporary basis with 6th District SAT, saving 1 WY, and the Rockville City PD assigns an officer when available. The Special Event Response Team (SERT) has a large contingent of MC Sheriff and Municipal participation. SERT is used for all large planned demonstrations and events; such as the Presidential Inauguration, saving 2-3 WY's.

8) Environmental Stewardship:
Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

a) 58% decrease in print and mail expenditures (Source: CountyStat)
b) 21% increase in paper purchases (measured in total sheets of paper) (Source: CountyStat)
c) List your accomplishments and/or expected results (Source: Department)

- Converted to electronic reporting system to help reduce paper usage
- Email and other electronic communication has reduced the need to use mailing services